

DCI/IC/PRG PRODUCT REVIEW PROGRAM

Summary by Type of Project

| <u>Project Type</u> | <u>Project No. and Brief Title</u> |
|-------------------------|---|
| Product Evaluation: | 1-72: Review of Consumer Reaction to Intelligence Products |
| | 6-72: Consumer Participation in NIE/NSIE Program |
| Production Improvement: | 4-72: R&D Relating to Intell Production |
| | 5-72: Production of S&T Intelligence |
| | 7-72: Manpower and Cost Trends in U.S. Intell Production, FY1966-73 |
| | 8-72: Training in Analytical Methodology for Intelligence Production Analysts |
| Consumer Needs: | 2-72: U.S. Intell Objectives & Priorities (update of DCID 1/2) |
| | 3-72: Review of Warning Capabilities |
| | 6-72: Consumer Participation on NIE/SNIE Program |

OSD has no objection to declassification and release.

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PRODUCT REVIEW PROGRAM *

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| PROJ. NO. | TITLE | ACTION OFF. | DEADLINE |
|-----------|--|-------------|--|
| 1-72 | Consumer Reaction to Intelligence Products: A Historical Review | | March 72 (completed) |
| 2-72 | U.S. Intelligence Objectives & Priorities: Update of DCID 1/2 Supplement | | 1 Jan 73 |
| 3-72 | Review of Warning Capabilities and Resource Allocation | | Transferred to PEG 6/30/72 |
| 4-72 | Research and Development Relating to Intelligence Production | | |
| 5-72 | Production of Scientific and Technical Intelligence | | Not set |
| 6-72 | Consumer Participation in the NIE/SNIE Program | | Not set |
| 7-72 | Manpower and Cost Trends in U.S. Intell- igence Production, FY1966-FY1973 | | Completed (See NSCIC WG Project 13-72) |
| 8-72 | Training in Analytical Methodology for Intelligence Production Analysts | | Not Set |

* Other than those formally sponsored by the NSCIC Working Group

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DCI/IC/PRG
PROJECT NO. 1-72

PRODUCT REVIEW PROGRAM

TITLE: Consumer Reaction to Intelligence Products:
A Historical Review

SPONSOR: D/DCI/NIPE

TYPE PROJECT: Product evaluation

INITIATION APPROVED: By the D/DCI/NIPE on 27 January 1972; (it was
one of the projects in the package he submitted to
the NSCIC Working Group for its consideration)

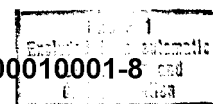
ACTION
RESPONSIBILITY: action officer)

25X1A PROBLEM: To review efforts which elements of the U. S.
intelligence community have pursued in attempts
to elicit consumer reaction concerning the
extent to which various intelligence products
were responsive to consumer needs. The purpose
of this review is to identify "lessons learned"
which would be useful for future efforts to improve
intelligence products.

APPROACH: Descriptions and assessments will be prepared on
each of a number of past surveys relating to
National Intelligence Estimates, the National
Intelligence Survey products, DIA products,
CIA products, etc.

Separate annexes will be prepared for each of these
surveys, and the report itself will be a summary
of the survey techniques which have been used, the
relative effectiveness or ineffectiveness of the
various efforts, and a summary of "lessons learned."

The conclusions drawn will provide basis for
recommendations as to (a) how future surveys should
be conducted, and (b) what changes in the production
program appear appropriate in the light of the
combined results of the various surveys.



DCI/IC/PRG
PROJECT NO. 1-72 (con't)

APPLICATION
OF RESULTS:

It is intended that this study be disseminated to USIB Principals as guidance for structuring any future surveys of consumer reactions to intelligence products.

Other uses will be dependent upon the conclusions and recommendations which come out of the study itself, particularly if changes in the production program are involved.

DEADLINE:

Not set, but expected to be in March 1972.

PROGRESS:

This project was considered by the NSCIC Working Group at its second meeting on 4 February 1972. The Working Group members considered questionnaires to be of doubtful value and the proposal was not approved.

The basic review was completed and the results are filed in PRG as background for future projects. See PRG Project No. 6-72.

DCI/IC/PRG
PROJECT NO. 2-72

PRODUCT REVIEW PROGRAM

TITLE: U. S. Intelligence Objectives and Priorities

SPONSOR: DCI

TYPE PROJECT: Consumer needs

INITIATION
APPROVED: By the DCI on 21 January 1972 upon his approval
of the new DCID 1/2 and its Supplement.

ACTION
RESPONSIBILITY: action officer)

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PROBLEM: To review and update the Supplement to DCID 1/2, "U. S. Intelligence Objectives and Priorities, Fiscal Years 1973-77," to ensure: (a) that major changes in the international situation or modifications of U. S. national policy goals are reflected in objectives and assigned priorities; and (b) that the structure and the format of the listing remain appropriate as a means of expressing U. S. intelligence needs.

APPROACH: This first annual update of the Supplement to DCID 1/2 will be accomplished by a task group with appropriate participation of members of the intelligence community.

A copy of DCID 1/2 and its Supplement was submitted for comment to the Assistant to the President for National Security Affairs on 24 February 1972. Unless Dr. Kissinger's comments require earlier revision, or unless any USIB agency requests an earlier revision, the D/DCI/NIPE will issue a request for contributions about 15 July, with a deadline of 1 September for submission of proposed changes to the Supplement.

The task group will begin deliberations in September with a 1 November deadline for dissemination of the coordination draft.

DEADLINE: Completion of USIB and DCI action by 1 January 1973 is the goal.

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

INTELLIGENCE

MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE
(INTELLIGENCE)

SUBJECT: Review of Warning Capabilities and Resource Allocation

The ASD(I) is responsible for warning systems as outlined in both DOD Directive 5100.30, "World Wide Military Command and Control System (WWMCCS)" and 5115.1, "Assistant Secretary of Defense (Intelligence)". This responsibility includes management of resources and programs for warning and for staff supervision of the intelligence aspects of command and control. To meet these responsibilities review of warning systems requirements and capabilities is needed.

Scope: The review will cover warning requirements and capabilities of all systems with primary or secondary warning functions. In addition, intelligence system contributions to warning, with particular emphasis on SIGINT, will be evaluated. Total costs of alternative warning system configurations will be developed. Warning systems to be considered are listed in Attachment 1.

Issues:

1. Process of requirements generation and validation. How are NCA and CINC requirements determined and balanced against budget constraints?
2. Capabilities of current warning systems. How well do current systems meet "requirements" for tactical warning and attack assessment systems?
3. Strategic/Tactical Warning interface. Can intelligence systems data contribute more to a warning capability?

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4. Warning System deficiencies and/or unwarranted redundancy. How well do current and proposed surveillance systems collectively satisfy warning requirements?
5. Warning system costs. What are current and programmed costs to include personnel and proportionate share of support base costs?

Approach: The issues are separated into an evaluation of requirements and of surveillance system capabilities to provide warning data. An evaluation of warning system capabilities can be further divided by threat type into ICBM, SLBM and Aircraft/SLCM warning systems. These categories will be used in the review.

1. Requirements for Warning Information. Better understanding of quantitative warning information requirements to support NCA decisions for three general levels of national strategic nuclear posture--massive retaliation, flexible (limited) response and general nuclear war--is needed. A major question to be resolved in this analysis is the appropriate balance between warning capability and pre- and post impact (nuclear burst detection) systems for each class of response. The major objective of this study will be to identify information which can make a difference in NCA option selection at each response level. Four studies, the JSIPS 15, "Satellite and Missile Surveillance Systems Study" and "General War Communications" ACP, the Tactical Warning/Attack Assessment ACP and the Systems Analysis paper on "Strategic Flexible Response Options" will be used as a basis for this evaluation. The evaluation will be prepared by OASD (I) personnel with assistance from appropriate DOD agencies.

2. Warning System Capabilities and Deficiencies. Warning system capabilities can be logically divided by threat category, ICBM, SLBM, and Aircraft/SLCM. The approach to a review of each of these areas follows:

- a. ICBM launch warning (647E, 440L, BMEWS)
The primary systems for ICBM launch warning are currently under the operational control of NORAD/ADC. Therefore, NORAD will be requested to conduct a 4 month test, from 1 March through 1 July 1972,

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of these systems. The test will consist of recording operational status and launch detections for each system on a daily basis.*

These data will be compared with an all source compilation of Soviet and CPR launch data. The all source data compilation will be provided by DIA/NSA via DEFSMAC. A final report analyzing these demonstrated capabilities and deficiencies including evaluation of current and potential intelligence system contributions will be prepared by OASD (I) personnel with assistance from appropriate DOD agencies.

(b) SLBM Launch Warning (647W, 474N, FPS49, and FPS85)

Evaluation of these systems will also be made during the March-July 1972 period; however, targets of opportunity are generally unavailable to SLBM radars - Polaris/Posiedon and WTR/ETR launches from within their field of view are rejected as non-threat events. Therefore, system performance evaluations must be based on system availability and performance against simulated threat events. NORAD/ADC will be requested to provide a test plan and to compile the data on radar systems. Since the western hemisphere 647 satellite will be in engineering test status during the proposed evaluation period, the Air Force (647 SPO) will be requested to provide data on system availability, missile detections and false alarms for evaluation.

The Air Force will be tasked to compile these data and to combine them with the results of radar coverage studies by Lincoln Labs and MITRE Corp and Program 647 clutter studies to define the capabilities and deficiencies of our SLBM warning system.

(c) SLBM Warning - Undersea Surveillance Interface.

A study is also required to better define the interface and complementarity between SLBM warning and undersea

*Soviet and CPR operational training and R&D launches do not normally penetrate BMEWS coverage. Therefore, it will be evaluated on the basis of its contribution to pre-impact attack assessment.

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surveillance systems (SOSUS). This effort should determine the degree to which improved knowledge of submarine location can contribute to SLBM warning and warning system operation via improved radar energy management and adaptive thresholding for 647. This study will be performed by a selected contractor by 1 August 1972 and reviewed by an OASD (I) Technical Advisory Group which contains appropriate DOD representation.

(d) Aircraft and Cruise Missile Detection Systems.

The capabilities of existing line-of-sight radar systems for aircraft and cruise missile detection are well documented as being inadequate. Therefore, only proposed new OTH radar systems designed to remove these inadequacies will be reviewed. Demonstrations/evaluations of OTH capabilities for detection and tracking of aircraft are being conducted on COBRA MIST and the ARPA SEAMEWS Program. In addition, the Air Force is conducting the Polar Cap III experiment to determine auroral zone effects on OTH system performance. Data from all of these efforts will be available for analysis by mid 1972.

NSA and CIA participation will be requested to evaluate COBRA MIST against all source information on aircraft movements within its area of coverage during the test period. A similar group will be formed from the technical community to evaluate the CONUS based experiments.

In addition to the study participation outlined, maximum use will be made of outside consultants to obtain an independent evaluation of technical issues.

Schedule: Reports to the ASD(I) will be phased to coincide with the budgetary cycle. Preliminary reports and/or briefings will be presented in May and June to be followed by formal reports in Sept - Oct.

Wallace D. Henderson
Wallace D. Henderson
Col., USAF

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DCI/IC/PRG
PROJECT NO. 3-72

PRODUCT REVIEW PROGRAM

TITLE: Review of Warning Capabilities and Resource Allocation

SPONSOR: ASD/I

TYPE PROJECT: Consumer needs -- and resource allocation

INITIATION APPROVED: By the DCI orally in conference 25 February 1972 with Dr. Hall, ASD/I, and Mr. Roger Jones, OMB. (Conference subject was DCI role in tactical intelligence.)

ACTION RESPONSIBILITY: ASD/I. The DCI representative, [redacted] will participate as a member of a task group identifying tasks which are a DCI responsibility. [redacted] will be the DCI alternate.

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PROBLEM: To review warning requirements and the capabilities of all systems with primary or secondary warning functions; to evaluate intelligence systems contributions to warning, with particular emphasis on SIGINT; to develop total costs of alternative warning system configurations.

APPROACH: The approach and the issues involved will be as outlined in the attached undated Memorandum for the ASD/I, Subject: Review of Warning Capabilities and Resource Allocation, which Dr. Hall provided to the DCI on 25 February.

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[redacted] advised Vice Admiral Bowen, Deputy ASD/I, on 29 February, that he would be the DCI representative on the project.

APPLICATION OF RESULTS: To be determined by the findings of the study.

DCI/IC/PRG

PROJECT NO. 3-72 (cont'd)

DEADLINE:

Reports to the ASD/I (and to the DCI) will be phased to coincide with the budgetary cycle. Preliminary reports and/or briefings will be presented in May and June, to be followed by formal reports in September/October

PROGRESS:

In May Colonel Henderson advised that he hoped to get the project formally organized and in operation in June. [] retired in June before any action had been started.

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On 30 June the project was transferred to Mr. [] DCI/IC/PEG per Mr. Tweedy's request.

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DCI/IC/PRG
PROJECT NO. 4-72

PRODUCT REVIEW PROGRAM

TITLE: Research and Development Relating to
Intelligence Production

SPONSOR: D/DCI/IC

TYPE PROJECT: Production improvement

INITIATION By the D/DCI/IC on 9 March 1972 on the
APPROVED: basis of a request from the Chief, PRG/IC

ACTION Chief, PRG/IC
RESPONSIBILITY: [redacted] action officer)
[redacted] action officer as of 11 August)

PROBLEM: To survey recent and ongoing research and
development efforts within or financed by the
U. S. Government which are considered applicable
to improvement of the intelligence production
function and to identify problem areas in which
further investigation is required or for which
additional R&D effort is likely to provide
worthwhile results.

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APPROACH: This study will respond to the comment in the
President's memorandum of 5 November 1971,
"Organization and Management of the U. S.
Foreign Intelligence Community, " that "It
seems desirable... that a determined effort be
made to upgrade analysis personnel and analysis
methods. "

Objective of the study is to provide an information
base against which can be assessed possible
requirements for and the feasibility of research
and development programs specifically focused on
efforts to upgrade analytical methodologies and
techniques within the intelligence community.

The study effort will begin by compiling information,
using a standardized format to the extent such is
practical, on each R&D project relating to
intelligence production which has been completed

DCI/IC/PRG
PROJECT NO. 4-72 (cont'd)

or initiated within the past five years. A separate section will include any R&D projects of this type programmed to begin in FY 1973 or 1974. Criteria will be developed to identify the characteristics of an R&D project which will warrant it being classified as relating to intelligence production. Any projects involving analytical methods and techniques, related training, and various types of computer support for intelligence analysts will be fairly obvious candidates. In some cases, differences of opinion may exist as to whether the function to which the R&D applies is or is not actually production. In view of oncoming capabilities such as the EOI system, it may well be that traditional concepts of the definition of production will have to be altered, and this study could provide a means of indicating likely directions of change.

The study will be accomplished by the PRG/IC, with information inputs requested from all USIB Principals. The ASD/I will be requested to provide inputs on the ARPA and DDR&E programs.

APPLICATION
OF RESULTS:

The study will be submitted to the DCI for consideration, with the recommendation that he forward it to the NSCIC Working Group for its consideration of the conclusions and recommendations.

DEADLINE:

Not set, but initial work can begin about mid-March.

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DCI/IC/PRG
PROJECT NO. 5-72

PRODUCT REVIEW PROGRAM

TITLE: The Production of Scientific and Technical Intelligence

SPONSOR: D/DCI/IC

TYPE PROJECT: Production Improvement

INITIATION
APPROVED:

ACTION
RESPONSIBILITY:



PROBLEM:

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To assess the manner in which scientific and technical intelligence is produced in the U.S. intelligence community; how and by whom consumer needs are expressed, the division of responsibilities among the various intelligence organizations which respond to these needs, and the adequacy of the resulting products; to prepare appropriate recommendations for improvement in the timely responsiveness of S&T end products to consumer needs.

APPROACH:

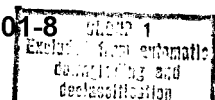
This study is to respond to the Presidential charge of 5 November 1971 that the Director of Central Intelligence prepare a "comprehensive program focused upon improving the intelligence process and product."

Review of scientific and technical intelligence production is an important part of this program because of the resources involved and the intimate relationship between foreign S&T intelligence and U.S. RDT&E on new or improved weapons systems. Not only is the collection and processing of foreign S&T information a major part of intelligence community expenditures, but the S&T production effort alone represented expenditures [redacted] and the activities of more than [redacted] personnel in Fiscal Year 1971.

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DCI/IC/PRG
PROJECT NO. 5-72(cont'd)

It is proposed that the study be accomplished in two parts:

- a. The initial effort will be an assembly of data. This will be accomplished by the D/DCI/IC staff, but will involve the input of formatted lists of requirements and products from the intelligence organizations engaged in S&T production.
- b. The second part will be accomplished by an ad hoc task group, chairman to be designated by the D/DCI/IC, and including representatives of the departments and agencies engaged in S&T production. It is expected that representatives of the S&T production organizations of the military services would participate along with representatives from the military department, headquarters.

The resultant study would consist of three parts:

- a. A Summary and Recommendations.
- b. An annex, essentially descriptive in nature, indicating which agencies are producing what, with what resources, at what intervals, and for which customers. This annex would provide the information on which the second annex would be based.
- c. An annex which would assess whether the proper subjects are being covered, with an appropriate priority of effort and whether the production priorities are appropriate to user needs, and whether the division of subject matter responsibilities is optimum. The annex would include an evaluation as to whether customer needs could be better met, within resource constraints, by a more standardized presentation format (e.g., whether use of a standardized set of loose-leaf publications which could be up-dated as necessary would be more appropriate in some subject-matter fields than bound publications re-issued at fixed intervals). The DCID 1/2 Supplement, "U.S. Intelligence Objectives and Priorities," includes six S&T objectives and assigns them with respect to 41 foreign countries.

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DCI/IC/PRG
PROJECT NO. 5-72(cont'd)

Weighing the product effort in terms of response to these objectives and priorities would be involved in the study. Another facet would be examination of the relationships between S&T production for national intelligence purposes and that production which is linked in the military services with support for their departmental RDT&E activities.

APPLICATION
OF RESULTS:

To be determined by the findings of the study.

It is expected, however, that the study will provide recommendations for NSCIC Working Group consideration out of which will come either proposed course of action for NSCIC consideration or for submission to the DCI for his consideration.

DEADLINE:

Not set.

Completion of the first portion of the study (the gathering of descriptive data) will be facilitated by prompt responses from the production organizations. Given this, it is expected that deliberations of the ad hoc task group could begin by early summer.

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DCI/IC/PRG
PROJECT NO. 6-72

PRODUCT REVIEW PROGRAM

TITLE: Consumer Participation in the NIE/SNIE Program

SPONSOR: D/DCI/IC

TYPE PROJECT: Consumer Needs and Product Evaluation

INITIATION
APPROVED: By the D/DCI/IC on 21 June 1972

ACTION
RESPONSIBILITY: Chief, PRG/IC, for preparation of a paper to be submitted to the NSCIC Working Group for approval and forwarding to the NSCIC.

PROBLEM: To respond to the Presidential directive that the national intelligence product be improved by providing for increased involvement of high level consumers in the formulation of the National Intelligence Estimate (NIE) and Special National Intelligence Estimate (SNIE) programs and in the evaluation of the NIE and SNIE output.

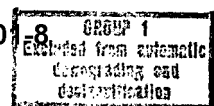
APPROACH: A draft of the study, already prepared, proposes a system for obtaining comments of NSCIC principals as part of the program for approving the NIE quarterly schedules; a system for including non-USIB representatives, as appropriate, in developing NIE terms of reference and reviewing NIE drafts; and a system for obtaining NSCIC Working Group evaluations on each NIE and SNIE published.

This proposal will be submitted to the Director of National Estimates and cleared with the DCI prior to going into final draft for the NSCIC Working Group.

Assistance of the DDI, BNE and Psychological Support Staff will be sought in refinement of the evaluation form which it is proposed be used by the NSCIC Working Group.

APPLICATION
OF RESULTS: Availability of high level consumer comments on proposed NIE schedules and evaluations of published NIEs and SNIEs should assist the Director of National Estimates and the BNE in responding to consumer needs. Participation of non-USIB representatives in the NIE/SNIE drafting process should provide more direct linkage than now exists for expression of the intelligence needs of policy-making levels of the government.

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DCI/IC/PRG
PROJECT NO. 6-72 (cont'd)

PROGRESS:

Draft proposal sent by D/DCI/IC to D/ONE, DDI, and DDS&T on 3 July 1972 for reaction.

DDI responded on 13 July favoring the proposal as an NSCIC WG project, and suggesting a number of textual changes.

D/ONE in memo of 28 August vetoed the proposal.

Project redrafted to limit scope to a consumer evaluation of NIEs and SNIEs under sponsorship of NSCIC WG. Proposal forwarded to Mr. Tweedy on 18 December 1972 with proposed memorandum for his signature as chairman of the WG to the NSCIC members.

28 Feb 1973 - Further discussion has been held with Mr. Huizenga, D/ONE, and the proposal is presently with him for his review.

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DCI/IC/PRG
PROJECT NO. 7-72

PRODUCT REVIEW PROGRAM

TITLE: Manpower and Cost Trends in U.S. Intelligence
Production, FY 1966-FY 1973

SPONSOR: D/DCI/IC

TYPE PROJECT: Production Improvement

INITIATION
APPROVED: By Chief, PRG, on 15 June 1972

ACTION
RESPONSIBILITY:

[Redacted Box]

PROBLEM: To present a detailed summary and analysis of manpower and dollar cost trends in U.S. intelligence production over the past seven years in response to a problem raised in the President's 5 November 1971 memorandum that "the need for an improved intelligence product and for greater efficiency in the use of resources allocated to intelligence is urgent" and that "it seems desirable...that resources devoted to analysis and production should increase..."

APPROACH: The study will address resources of those selected producers who are the primary contributors to national level intelligence products.

Data will be presented in terms of General Intelligence Production, Scientific and Technical Intelligence Production, and a combination of these two categories to show a single National Intelligence Production total.

Data sources will be: for DOD, the FYDP; for CIA, O/PPB; and for State, INR/DDE. FY 1973 data used will be those figures contained in the Presidential Budget estimates. Comparative analyses will cover the period 1966-1972 and the 1973 information will be used as tentative indication of the trend for that year.

APPLICATION
OF RESULTS: Upon approval of the D/DCI/IC, this study will be submitted to the NSCIC Working Group for its consideration.

DEADLINE: Completion expected before mid-August.

PROGRESS: Approved by D/DCI/IC and submitted to NSCIC WG members
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Project 13-72

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PRODUCT REVIEW PROGRAM

TITLE: Training in Analytical Methodology
for Intelligence Production Analysts

SPONSOR: D/DCI/IC

TYPE PROJECT: Production Improvement

INITIATION
APPROVED: By D/DCI/IC on 4 August 1972

ACTION
RESPONSIBILITY:



PROBLEM: To respond to the President's charge that "a determined effort be made to upgrade analyst personnel and analysis methods," by evaluating the training in analytical methodologies being given intelligence production analysts and preparing appropriate recommendations to the DCI if any changes in training programs appear to be needed.

APPROACH: The first phase of the study will be to survey the specific kinds of training in analytical methodologies being given to national intelligence production analysts--at the beginning, mid-term and advanced stages of their careers--in CIA, DIA, and INR/State. The results of these surveys will be described in three separate annexes to the report. A survey of the various analytic methodologies having potential application to the production of national intelligence will be summarized in a fourth annex.

Discussion and evaluation of the results of these initial efforts will constitute the main study effort. A summary of training in analytical methodologies--both formal and on-the-job--provided to national intelligence production analysts will be followed by a brief description of other training provided, the amount of such training, and the proportion of the total training effort involved in analytical methodologies.

An important part of the study will be an assessment of how well analysts are being trained and this portion of the study will involve an evaluation of current training with the kinds of methodologies potentially available.

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APPLICATION
OF RESULTS:

Depending on the conclusions and recommendations of the study, it will be submitted to the DCI who will determine what use will be made of the report.

DEADLINE:

None set.

PROGRESS:

Completed study in draft has been sent to Mr. Tweedy with two alternative recommendations. (2/8/73)
Currently awaiting review by new D/DCI/IC (2/28/73)